

WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES

# Giving Back, **MOVING** **Forward**

FAMILY INVESTMENT > ADULT, CHILD & FAMILY SERVICES > CHILD SUPPORT  
PERFORMANCE QUALITY IMPROVEMENT > ADMINISTRATION

2016 ANNUAL REPORT

**MISSION** *We serve people, promote self-reliance, and provide safety by delivering quality services and developing community partnerships.*

**VISION** *We envision Washington County as a community where people are responsible, self-reliant, economically secure, and safe from abuse and neglect.*

**VALUES** *In all of our interactions with employees, clients, and stakeholders, we will be guided by the following values:*  
*Human Dignity*  
*Respect*  
*Compassion*  
*Teamwork (Collaboration)*  
*Communication*  
*Quality of Services*  
*Integrity*

**GOALS** *To deliver innovative, respectful customer service and to inform customers/clients about additional, helpful community resources.*  
*To recruit, develop, and retain an outstanding workforce.*  
*To work with community partners to plan, evaluate and collaborate on the effective delivery of human services in Washington County.*  
*To promote public awareness of the agency's mission and services.*



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## Education AND employable skills

ARE THE PATHS  
OUT OF POVERTY

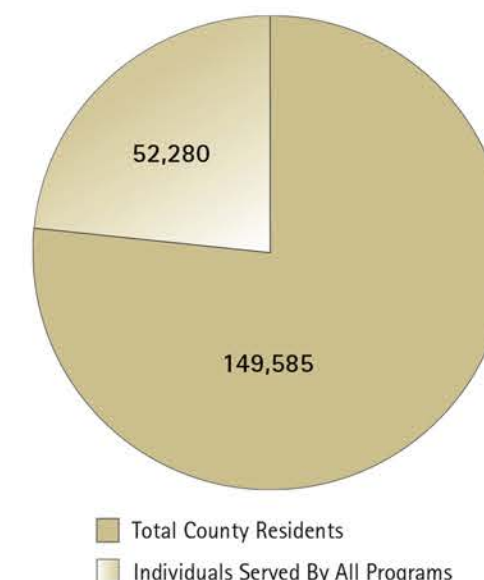
### Message from the Director ➤

**OUR REPORT THIS YEAR CONTAINS MANY HIGHLIGHTS WHICH REFLECT THE STRENGTHENED LIVES OF OUR CUSTOMERS AS A RESULT OF OUR EFFORTS.**

We are particularly proud that the Family Investment staff helped 242 Temporary Cash Assistance customers become employed. In addition, staff from all three divisions of our agency pooled their efforts to expand services to non-custodial fathers through our Dads' Connection. Participation in this program has increased from 59 fathers in FY'14 to 187 in FY'15 and 153 in FY'16. Seventy-one of these men successfully found employment and were able to make child support payments for their children. Child Support staff were successful in increasing collections over FY'16. As a result of our commitment to Family Centered practice principles, only 81 (or three percent) of all children assessed for safety from child abuse or neglect required Out-of-Home placements. Family Center staff helped one young parent obtain a GED and 16 additional young parents obtain their high school diplomas. Adult Services staff helped more than 500 clients live safely in community settings.

It is important to note that the Washington County Department of Social Services (WCDSS) is investing heavily in opportunities for education and skills training for both our customers and our staff. Poverty is one of the single greatest correlating factors with child abuse and neglect, non-payment of child support, health problems, juvenile delinquency, and mental distress. Education and employable skills are the paths that lead people out of poverty. According to the Bureau of Labor Statistics (2015), the unemployment rate for people without a high school diploma is eight percent with average weekly earnings of \$493. For individuals with a bachelor's degree, the unemployment decreases to two point eight percent with an average weekly income of \$1,137. Never before has it cost more than now to be without an adequate education and employable skills.

COUNTY RESIDENTS SERVED BY WCDSS  
Fiscal Year 2016



Here at WCDSS, we are proud to promote workforce development, continuing education, and skill building opportunities through our community partnerships. For instance, we are providing high school programs to expectant teens at the Washington County Family Center, in collaboration with the Washington County Board of Education. Through our Dads' Connection and CAPE programs, we are linking non-custodial parents and young fathers to substantive job skills training programs in CDL driver education, pipefitting, and fork lift operation, in partnership with Hagerstown Community College. Additionally, we are enlisting the Western Maryland Consortium to provide GED classes; and our local Goodwill is developing a proposal to assist our customers in obtaining skills in warehouse logistics and clerical office management. For non-English speaking customers, we have a referral system for English as a Second Language (ESL) class.

As we continue to build the employment capacity of our customers, we are doing the same for our staff. We are helping to train our child welfare workforce and community partners to become trauma informed and credentialed in specialized assessments and treatments with our ongoing partnerships with the Bester Community of Hope, San Mar treatment foster homes, Casey Family Foundation, Annie E. Casey Foundation, and New York University. In our efforts to continually modernize and professionalize our entire workforce, 22 staff members from Family Investment, Child Support, and Services were selected to participate



Sherie Nigh, Executive Assistant

in our WCDSS Leadership Development Program (LDP). Three agency staff were selected to participate in the Maryland Department of Human Resources Leadership Development Initiative (LDI). To this end, we are continuing the legacy of our last Director, David Engle, to professionalize our staff while deploying the best practices and resources available to serve and ennoble the citizens of Washington County.

Finally, I would like to acknowledge the dedication and contribution of the committed senior management staff who deserves much of the credit for the many successes described in this report. I would like to thank Tiffany Rexrode, *Assistant Director for Adult, Child, and Family Services*; Rosalind A. Martin, *Assistant Director for Family Investment*; L. Bruce Massey, *Assistant Director for Administration*; Jennifer Kane, *Assistant Director for Child Support*; and Sherie Nigh, *Executive Assistant*; and the Department's program managers, supervisors, lead workers, and staff who work tirelessly and professionally to serve local citizens. We are also grateful to the Board of Social Services, the Washington County Commissioners, all of our community partners, and the staff at the Maryland Department of Human Resources. We wish you prosperity and happiness in the coming year.

D. Michael Piercy, Jr., Director  
Washington County Department of Social Services



Rosalind Martin  
Assistant Director

## Family Investment

### Fiscal Year 2016 Accomplishments

- Placed 242 Temporary Cash Assistance (TCA) customers in unsubsidized employment with 163 employers at an average wage of \$10.11 per hour. Ninety-one TCA customers found employment at \$10 or more per hour.
- Served 192 TCA customers through our in-house *JOBReady* Center.
- Diverted 89 percent of TCA applicants from cash assistance through job placements, emergency assistance, Welfare Avoidance Grants, and referrals to community partners.
- Continued the Non-Custodial Parent Employment Program (NPEP) with the Dads' Connection Program at the Family Center. Dads' participants are comprised of Food Supplement recipients, those connected to TCA children, those with court ordered child support orders, and voluntary participants. In FY'16, 153 participants were served, with 71 becoming employed. Forty-eight of the 71 gained employment earning \$10 or more per hour. One female non-custodial parent was served in the *JobReady* Center.
- Accepted over 23,199 applications from county residents with poverty-related needs and approved 17,691 applications for various assistance programs, including TCA.
- Granted an average of 22,342 households per month some form of financial or medical assistance.
- Reduced customer wait times by interviewing 7,126 customers through an intake process designed to streamline how customers apply for Food Supplements, Medical Assistance, and Temporary Disability Assistance Program (TDAP) benefits.
- Services Access and Information Link (SAIL) was implemented in FY'09. Web-based, SAIL was developed as a strategy to increase FI customers' access to apply for benefits. In FY'16, 4,734 applications were received electronically.
- Exceeded the 96 percent timely application compliance measure set by DHR for all programs for FY'16.
- Eleven TCA recipients participated in the Work Experience/Internship Program during FY'16. Two were placed at WCDSS in the Customer Service/Clerical Support Unit. Various sites were utilized in Washington County including Food Resources, REACH, Head Start, Salvation Army, Meritus Hospital, Western Maryland Consortium, Board of Education, and Hagerstown Housing Authority. Participants gained experience and work skills to make themselves more marketable. Four found employment with an average hourly rate of \$10.60.
- Helped eight former TCA customers purchase automobiles through the Vehicles for Change program.
- Continued two Job Opportunity Bus Shuttles (JOBS) to assist low-income households with transportation to and from work and childcare facilities. Each month, an average of 17 riders were served, with an average of 519 trips scheduled.
- Continued the free Hopewell Express transportation program in conjunction with Community Action Council to assist individuals who are seeking employment or who are already working at distribution facilities in the Hunters Green Business Center. Located north of Interstate 70, along Hopewell Road and Route 63, the Business Center is home to over 20 businesses and distribution centers. The Express operates from downtown Hagerstown on a first-come, first-served basis. During FY'16, there was a monthly average of 112 riders per day.

### WELFARE REFORM IN WASHINGTON COUNTY

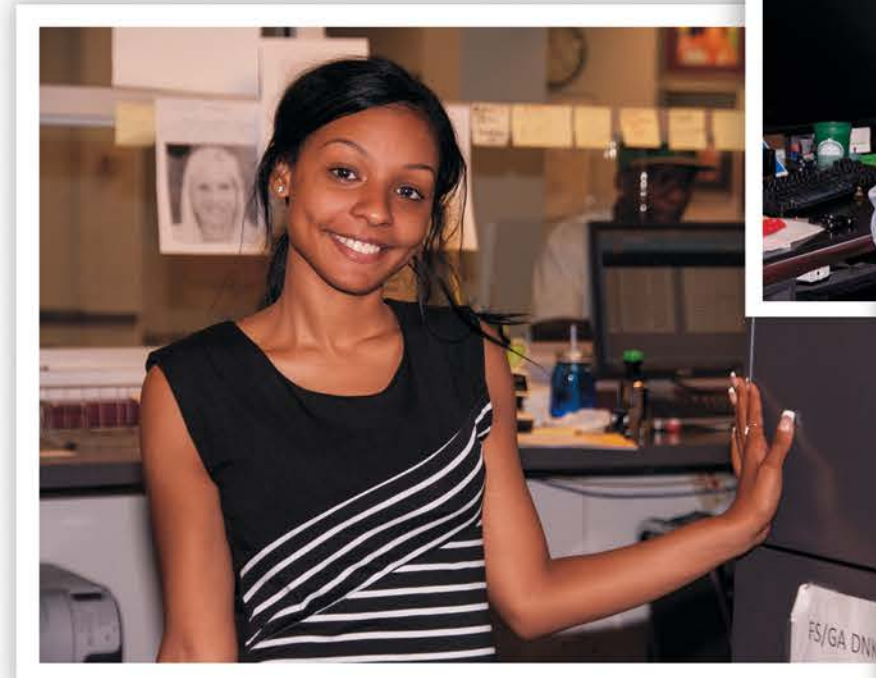
In FY'16, there was a monthly average of 773 open TCA cases representing an average of 1,937 adults and children. Despite a local preliminary unemployment rate of 4.7 percent, 242 out of work, mandatory applicants found employment either through the benefit of a diversion program or on their own.

#### *JOBReady* Center

Specialized case managers in the in-house employment readiness center assess needy families with children applying for TCA for immediate and long-term needs. Barriers to successful employment are examined, skills and experience evaluated, and individual plans of action are developed to assist customers overcome challenges. In addition, diversion programs such as job readiness funds, Welfare Avoidance Grants (WAGs), and Emergency Assistance to Families with Children (EAFWC) are offered as alternatives to cash assistance. Applicants not able to find immediate employment must attend job readiness classes where a job coach helps them to focus on job search techniques. The job coach maintains an important link with area employers and often matches applicants with prospective employers. Support services offered to TCA customers include job readiness funds to purchase work-related items, bus vouchers, taxi rides, and other individualized services including counseling sessions with a

licensed psychologist. Bus vouchers are available for TCA customers who have access to the County Commuter in order to pursue work and travel to and from employment and childcare. An average of 17 bus vouchers are dispersed each month.

The *JOBReady* Center processed 2,556 TCA applications in FY'16. While most were diverted, we continued unpaid work experience and internship programs to help people find employment. When TCA customers become successfully employed, retention services are offered for one full year to assist the family move toward financial growth and security. The Food Supplement program remains at the same rate as previous to employment for five months to ease the transition from welfare and to supplement food budgets. Childcare subsidies are available to supplement payments to childcare providers.





## COMMUNITY PARTNERS

Family Investment staff diligently pursues work and training programs for TCA customers in partnership with the following community organizations:

**Department of Labor, Licensing and Regulation (DLLR)**— Provides job and career information and resources. The Workforce Exchange allows our customers to search for current job openings in the community, create multiple resumes to use to apply for jobs online, research careers expected to be in high demand, file for unemployment insurance, and find occupational training programs.

**Department of Rehabilitative Services (DORS)**— Guides individuals with disabilities to employment and independent living. Works with disabled customers to help file for social security disability, provides case management, assessment, and supportive services.

**Family Center**— Expectant parents and families with children under the age of four are referred to the agency's Family Support Center for job readiness and other skills training, including driver's education. Also, the Dads' Connection continues to offer opportunities geared toward employment services and family preservation.

**Community Action Council (CAC)**— Helps to provide TCA customers with additional services, including rental assistance and emergency funds. Coordinates and runs the Hopewell Express.

**Hagerstown Housing Authority**— Assists TCA customers living in public housing through their Family Self-Sufficiency program and other subsidized housing programs.

**CASA, Inc. (Citizens Assisting and Sheltering the Abused)**— Provides counseling and other related services to TCA customers identifying domestic violence as a barrier to employment. Served 224 TCA customers during FY'16.

**Washington County Transit Department**— Operates our JOBS Shuttle and provides discounted bus vouchers to assist TCA customers without transportation to search for jobs and to get to and from work. Transported an average of 17 riders each month.

**Washington County Health Department**— Two on-site Health Department substance abuse specialists screened 1,512 TCA and Food Supplement program applicants and recipients for substance abuse and provided opportunities for them to participate in Health Department treatment and recovery programs.

**Western Maryland Consortium**— Provides training and work experience opportunities to TCA applicants and recipients through the *Workforce Innovation and Opportunity Act (WIOA)*.

**Washington County Housing Authority**— Works with WCDSS to station county employees in the agency to ensure that TCA customers achieve employment success. The agency's highly successful diversion achievements are directly related to this cooperative effort.

**Head Start of Washington County**— Provides pre-school education programs to our TCA families with children.

**Alliance for Parent, Provider and Local Employer Solutions (APPLES for Children, Inc.)**— Provides TCA customers with individualized referrals to local child care providers.

**Horizon Goodwill Industries, Inc. (HGI)**— Believes in the power of work to strengthen disadvantaged individuals and to transform lives. They assist people with barriers to employment to be able to choose rewarding employment, achieve financial security, and build careers and lives for themselves and their families.

## RETENTION SERVICES

Efforts to enhance employment are continued for up to one year by providing the opportunity for employed TCA customers to meet regularly with their peers and case managers. Many obstacles are identified and remedied before employment is jeopardized.

- **Work Central Hotline**— Former TCA customers are contacted weekly by a hotline representative to discuss problems that could interfere with being employed. The representative makes referrals and connects customers with community resources that can help to maintain employment. In FY'16, attempts were made each month to contact employed TCA customers.

## FAMILY INVESTMENT (FI) PROGRAMS

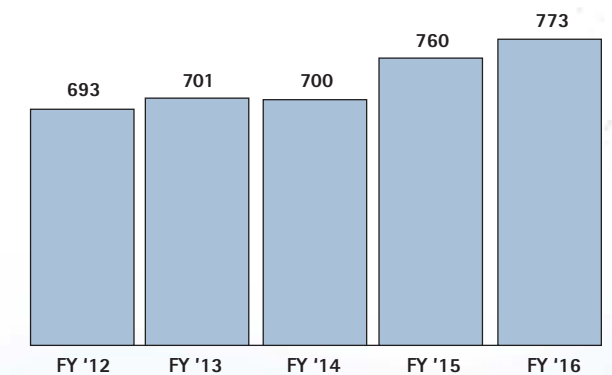
FI administers the state and federally funded programs described below. Eligibility for each program varies and is determined by financial and technical requirements. Technical factors include criteria such as age, household composition, employment status, and shelter costs. Each applicant is required to provide the needed information and verification before eligibility can be determined.



**Temporary Cash Assistance (TCA)**— (Replaced the Aid to Families with Dependent Children (AFDC) program in state law.) Temporarily provides for children in need and their caretaker relatives. Those who are employable are included on the grant and must find employment. Most adult participants can only receive benefits for five years. The average family of three unable to support themselves in FY'16 received a \$636 grant each month.

**Work Opportunities Program**— Maryland's welfare-to-work program helps TCA customers move from welfare dependency to self-sufficiency through employment. The program focuses on all non-exempt customers with children. Customers are assessed and a personal work plan is developed for each adult customer to identify needs and establish a course of action to obtain employment and self-sufficiency. Customers receive short-term vocational classes to prepare for job placement.

TEMPORARY CASH ASSISTANCE CASELOAD  
AVERAGE PAID CASES PER MONTH  
FY 2012 thru 2016





**Welfare Avoidance Grant (WAG)** — Cash assistance to avoid the need for TCA and/or other benefits. Payment is made on behalf of a family with children for immediate and limited work-related needs. This is not an entitlement program. Funding is limited and can only be used for needs directly related to obtaining or maintaining employment, such as vehicle repairs and job-related equipment. Individuals who receive a WAG cannot receive TCA benefits for a specified time period. In FY'16, four households received WAGs.

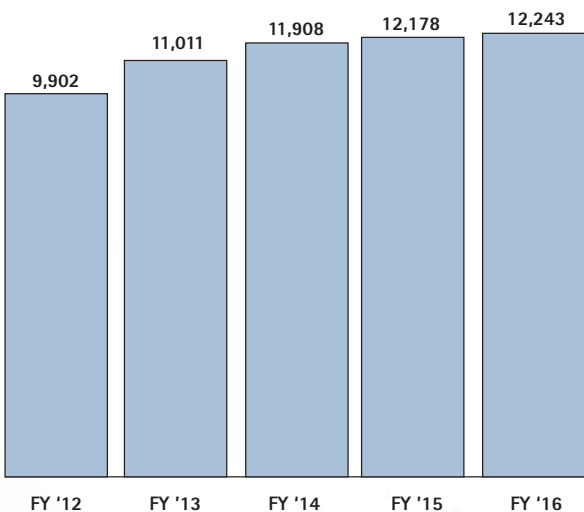
**Public Assistance to Adults (PAA)** — Provides help for adults in need of protective and supportive living arrangements in order for them to reside in the community. PAA provides a monthly payment of state funds to aged, blind, or disabled individuals who have been certified for assisted living, a care home or a Department of Health and Mental Hygiene (DHMH) rehabilitative residence, and have allowable needs in excess of their total income. An average of 87 customers received PAA each month in FY'16.

**Food Supplement Program** — Supplements a household's food budget by providing benefits to Washington County residents with income too low to provide their families with basic nutrition. Monthly allotments are used to purchase food items only. A monthly average of 12,243 households received food stamps in FY'16. On the average, these needy families spend \$2,862,000 each month at food stores in Washington County.

**Medical Assistance (Medicaid)** — Addresses immediate and long-term health care needs by providing funding for a broad range of health care services to the community. In Maryland, the Department of Human Resources' staff determines customers' Medicaid eligibility, and the Department

of Health and Mental Hygiene is responsible for policy development and fiscal management. Medicaid programs assist eligible residents of all ages year-round. Groups automatically eligible for coverage include SSI recipients, PAA, and certain institutionalized individuals. Washington County residents who are not aged, blind, or disabled are offered government subsidized health insurance through Maryland Health Connection. Qualified Health Plan Coverage (QHP) is available for households with income that exceeds Medicaid standards during an open enrollment period. Maryland continues to use the managed care approach to providing health care to most of the Medicaid population. The medical needs of individuals in nursing homes and rehabilitation facilities continue to be addressed by Medicaid. The waiver for older adults, offering assistance to individuals in certain assisted living situations continued in FY'16. Special outreach programs continue to encourage eligible individuals to participate in the Qualified Medicare Beneficiary (QMB) and Special Low-income Medicare Beneficiaries (SLMB) programs. These programs help Medicare recipients with premiums, co-payments, and deductibles. An estimated \$321,913,218 was spent in Washington County by the Medical Assistance program during FY'16. Reports indicate 40,359 residents of Washington County received medical assistance in FY'16.

**FOOD SUPPLEMENT CASELOAD**  
**AVERAGE PAID CASES PER MONTH**  
*FY 2012 thru 2016*



**Affordable Care Act (ACA)** — The implementation of the Affordable Care Act brought an expansion of the Medicaid system. As eligibility guidelines changed and income limits for Medicaid increased, more individuals and families were eligible. Maryland created a new state website, [www.marylandhealthconnection.gov](http://www.marylandhealthconnection.gov), that allows individuals and families to apply for Medicaid online, or if ineligible for Medicaid, to shop for Qualified Health Plans (QHPs).

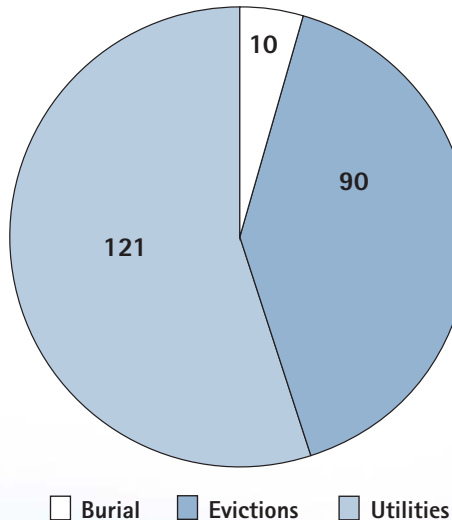
**Electronic Benefit Transfer System (EBTS)** — Used to issue cash and food stamp benefits through automated teller machines and point-of-sale machines. Individuals are able to access benefits using an *Independence Card* encoded with information on a magnetic strip. EBT cards are now mailed to customers. In FY'16, 226 homeless customers received locally issued cards.

**Temporary Disability Assistance Program (TDAP)** — A state-funded entitlement program for needy, disabled adults without children who are ineligible for other forms of public assistance. A temporary benefit of \$185 per month is paid to eligible individuals until their conditions improve or they become eligible for long-term federal disability benefits. Limited medical and supportive services are also provided. A recipient whose disability is based on substance abuse is required to have a representative payee. A monthly average of 410 households received TDAP in FY'16.

**Emergency Assistance to Families with Children (EAFC)** — Provides cash assistance payments to help families with children resolve a specific emergency such as an eviction, foreclosure, or utility cut-off. Burial assistance payments are limited to recipients of public assistance, SSI, foster care children, or certain medical assistance recipients in nursing homes. Local policy defines eligible types of emergencies and determines the amount available for assistance. Funding is limited. The maximum allowable amount per household is \$375 every two years. The maximum amount paid for burial assistance is \$650. EAFC grants assisted 211 Washington County families in FY'16 for a total of \$60,574. Eviction prevention funds were provided to 90 households. One hundred twenty-one families received assistance with utilities and 10 received burial grants.



**EMERGENCY ASSISTANCE**  
*Fiscal Year 2016*





Tiffany Rexrode  
Assistant Director

Adult, Child & Family Services  
Fiscal Year 2016 Accomplishments

- Completed safety assessments for 1,250 families in Child Protective Services (CPS) including 2,766 children. Only 81 children (or three percent) required Out-of-Home Placement (OHP).
- Sixteen children in Out-of-Home Placement achieved permanency through Adoption Services, while 42 children were reunited with their parents.
- Eighteen children achieved permanency through the Guardianship Assistance Program.
- Completed risk assessments for 242 vulnerable adults in Adult Protective Services.
- More than 500 adults remained safe and independent in the community as a result of Adult Service programs.
- Supported 31 pregnant or parenting high school students to remain enrolled in school. Assisted 17 young parents in obtaining their high school diploma.
- Supported an average of 45 fathers each month in case management and job readiness activities through their participation in the Dads' Connection program.
- Dads' Connection assisted 71 fathers in obtaining gainful employment. Forty-eight of those jobs paid more than \$10 per hour.
- Family Center provided services to 128 adults and 116 children in education, parenting, and early childhood education.
- Out-of-Home Placement for 95 children was averted as a result of Family Involvement Meetings (FIMs). FIMs were a planning tool for a total of 315 children.
- Continued implementation of Fostering Connections Grant through:
  - Family Finding for youth who are 14-21 years old and in Out-of-Home Placement.
  - Kinship Navigator Program, a resource for relative caregivers who are providing care to children from their extended families.
- Generous Jurors Program continued to generate donations for foster children from local citizens selected for jury duty. In FY'16, donations from the Generous Jurors Program totalled \$8,204.68.

CHILD WELFARE INTAKE

**Child Protective Services Intake (CPS Intake)**— Provides assessment services to children who are believed to be abused or neglected by their parents or caretakers with the goal of protection and intervention to improve family functioning. Child Protective Services (CPS) completes this task through four specific initiatives:

- **Traditional CPS investigation** for high risk child abuse and neglect cases, and all sex abuse cases;
- **Alternative Response** for low risk reports of child abuse or neglect;
- **Request of Other Agency** to assist in the assessment of abuse or neglect; and
- **Risk of Harm**, not CPS, but assessment around five specific areas that pose potential risks to children. These five specific areas are:
  - substance exposed newborns;
  - substantial risk of sexual abuse by a registered child sex offender;
  - reports of domestic violence;
  - previous death or serious injury of a child due to abuse or neglect; and
  - caregiver impairment.

Washington County CPS staff completed safety assessments on 1,250 families with 2,766 children. Out of the 1,250 families, 862 were the result of a CPS response; 273 were physical abuse, 417 were neglect, 167 were sex abuse, and five were mental injury. Out of those 862 CPS responses, 380 were treated as Alternative Response cases. Included in the safety assessment total are 202 Requests of Other Agencies and 186 Risk of Harm cases which involved 101 Substance Exposed Newborns.



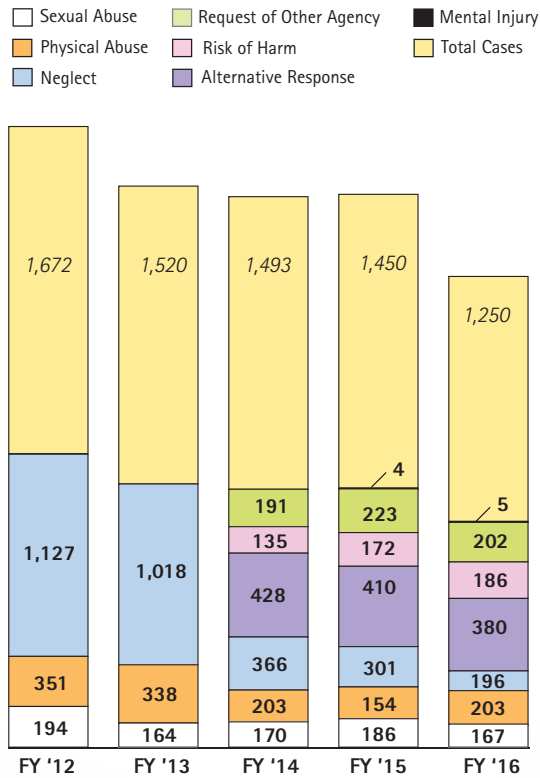
OUT-OF-HOME PLACEMENT (OHP) and ADOPTION

OHP provides short-term, continuous support services to children who require removal from the home due to abuse, abandonment, neglect, or risk of serious harm. Depending on the child's needs, care is provided in an approved resource home, therapeutic foster family home, group home, or a residential treatment center. OHP staff provides and coordinates a wide range of services to the child in care, the child's family, and the resource parents to achieve a permanent placement plan for the child.

Adoption is one of the permanency options for children in OHP. Children who are under the agency's legal guardianship are placed with families in Washington County or elsewhere in the state. Adoption staff supports children and families through the adoption process and beyond. Currently, 287 children who were locally adopted from the OHP system are receiving a monthly-subsidized adoption stipend. In addition, the Agency sponsors a monthly adoption support group.

Specialized case management services are provided to older youth in OHP to help prepare them for the transition out of care. The John H. Chafee Independent Living Preparation (IL) program allows local departments to provide independent living preparation and after care services to youth aged 14 to 21 who are in OHP. At the end of FY'16, there were 74 youth in this age range receiving services through WCDSS. Services included case management, financial assistance, life skills classes, recreational and social activities, and services to help youth transition into their own semi-independent living arrangement. In addition to youth in out-of-home placements, the IL program also provided "enhanced aftercare services" for four youth during FY'16.

CHILD PROTECTIVE SERVICE INTAKE  
FY 2012 thru 2016





Foster care youth were individually evaluated by the WCDSS Independent Living Coordinator through the facilitation of an Ansell-Casey Life Skills Assessment, measuring current knowledge of various life domains such as: career and education aspirations, financial literacy, daily living tasks, self-care, safety, and personal relationships and communication. The assessment data then assisted WCDSS staff with formulating individualized service delivery to the teens in care. Additionally, WCDSS coordinated Transitional Family Involvement Meetings for these youth, identifying goals and supportive adults who could assist with each individual's journey toward self-sufficiency.

Six youth graduated from high school during the 2015-2016 school year. Five youth participated in Driver's Education, and five purchased their own vehicle in FY'16. Five foster care youth participated in the Local Youth Advisory Board, mastering self-advocacy skills, and 15 completed a summer employment program facilitated by the Western Maryland Consortium.

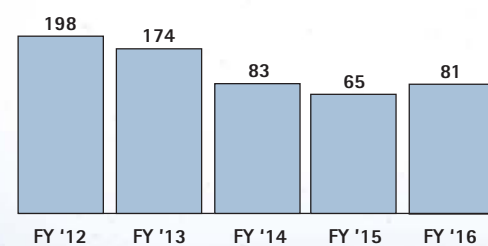
WCDSS assisted 11 older youth, aged 18-21 years, transition into their own residence, referred to as a Semi-Independent Living Arrangement (SILA). These placements allow young adults to master the skills needed to live independently while still receiving

the support and guidance of the WCDSS Foster Care Caseworkers and Independent Living Coordinator. These youth are expected to participate in employment and/or education programs and must demonstrate a continuous willingness to remain involved with their service plans. Youth residing in their own residences participated in a 16-week module of Life Skill classes to master the needed skills to maintain their independence. Participants became familiar with topics such as tenant/landlord relationships, financial responsibility, the importance of good credit standing, and workplace etiquette. Three youth accessed Ready by 21 housing vouchers, and 10 youth enrolled at higher learning institutions. Case workers assist youth with identifying a savings plan to ensure financial self-sufficiency and housing upon their exit from foster care and also link youth to stable adults who can continue to provide support beyond foster care case closure.

WCDSS partnered with the Mental Health Authority and various local community agencies to host a Summer Youth Summit at Hagerstown Community College that provided teens with the opportunity to attend Life Wellness, Substance Abuse Education, Financial Funding Options for College, and Family Life workshops. WCDSS foster care youth also received supplemental Life Skills classes throughout FY'16 aimed at preparing youth ages 16-21 for future expectations of young adulthood and the eventual transition into independent living settings.

The IL Program will focus on financial literacy topics in the coming year, and will continue working to build additional community partnerships to address housing needs for older youth aging out of care. WCDSS will be providing Career Assessments to youth in care and begin the process of participating in a virtual Life Skills curriculum to better serve the needs of each individual.

**OUT-OF-HOME PLACEMENTS**  
FY 2012 thru 2016



**Voluntary Placement** - Thirty-three families were assessed for Voluntary Placement. Seventeen were approved and the agency facilitated their placement. Also, 10 children were successfully transitioned from Voluntary Placement back to their parents' home, and three progressed to independence. Currently, 16 children are being served under the Voluntary Placement Program. Children placed into voluntary out-of-home care have such challenging mental health needs that their families are no longer able to maintain them in their homes. The agency found appropriate placements for these children, but their parents retained custody and control of all the decision-making and treatment choices for their children.

OHP staff approved 19 new resource/adoptive homes in FY'16 for 78 approved homes by the end of the fiscal year. Foster homes are referred to as "Resource Homes" as part of the Family Centered Practice language. Almost all resource parents are dual licensed as both foster and adoptive parents. The agency continues in its goal to recruit resource homes for youth aged 14 and older. As of June 2016, 72 youth, or 45 percent of the children in foster care were in this age range.

#### TRENDS

- Eighty-one children entered OHP in FY'16. This is a five percent decrease over FY'15 and a 15 percent decrease over FY'14.
- The average monthly OHP caseload decreased 11 percent in FY'16 to 161 children. The average monthly caseload in FY'15 was 182.
- Of the 100 cases closed, 93 cases had the following positive outcomes:
  - forty-five children returned home to a parent;
  - sixteen were closed due to custody or legal guardianship granted to relatives/caretakers;
  - sixteen adoptions were finalized; and
  - sixteen youth exited due to independence. Five of these, between the ages of 18 to 20 years nine months, received Enhanced Aftercare Services.

#### FAMILY SERVICES

##### Family School Partnership Program (FSP)—

In partnership with the Board of Education and County Commissioners, this supplemental student support program targets elementary school students who have problems with grades, attendance, and/or behavior. It also accepts referrals for family support. The program received 142 referrals resulting in 128



families and 329 children receiving services. Of the targeted children referred to the program, 31 were referred for family support, 13 for attendance, 11 for behavior, and 87 for a combination. Families surveyed reported that they found the service to be helpful and would recommend it to others. One hundred percent reported increased knowledge of resources. In FY'16, FSP received \$65,970 in support from the Washington County Commissioners.

##### Family Involvement Meetings (FIMs)—

The goals of FIMs are to improve outcomes for children and families through a collaborative approach to service delivery, increased support to child welfare staff, and engaging the larger community in child welfare decisions.

FIMs are convened around placement decision points in casework. These include initial removals of the child from the home, placement changes in out-of-home care, considered changes in the permanency plan prior to reunification, and youth transitional planning. In FY'16, 225 FIMs were held regarding the safety and well-being of 315 children. Shelter care of children was avoided for 95 children. FIMs are also convened for youth transitional planning. Every child in OHP, 16 years of age and older, participates in a yearly FIM. In FY'16, 50 transitional youth FIMs were held.



**Services to Families with Children (SFC)**—SFC is a voluntary, solution-focused, case management service that assists families in reducing the risk of child abuse and neglect. The focus is on crisis intervention services and the parents ability to provide care to their children. In FY'16, the program served 11 families.

**Interagency Family Preservation (IFP)**—IFP is a short-term, time-limited, intensive, voluntary, in-home service that provides crisis intervention services to families with a potential risk of an OHP. Referrals can be received from the Department of Juvenile Services, Board of Education, and Health Department, as well as mental health professionals and any internal program or service.

In FY'16, IFP assessed 132 families for services and provided intensive services to 83 of those families. Sixty-four of the families were referred by other agency programs, 37 were referred by community mental health programs, 15 from the Department of Juvenile Services, and four from the Board of Education. Five families were referred from the medical community and seven were self-referrals.

**Consolidated In-Home Family Services**—These services are critical to the Place Matters initiative and are designed to enable children to remain safely at home while receiving intervention services. Workers carry a mixture of cases that require various levels of service intensity and are assigned by a supervisor. In order to ensure seamless service delivery, it is expected for each family to continue with the same worker throughout the provision of service.

A referral for ongoing services can originate from CPS Intake or from a non-CPS assessment such as a self-referral, the community, and/or another local agency program. During FY'16, consolidated services served 72 families.

**Family Finding**—Provides intensive search efforts to identify, assess, engage, and sustain family resources for youth who are in out-of-home placements. Initial efforts target youth with an Another Planned Permanent Living Arrangement (APPLA) permanency plan who do not have an identified permanent relative placement or supportive relationship helping to plan for their exit from Maryland's child welfare system.

The goal is to identify at least 40 family members for each youth, in hopes of finding six to eight that will commit to becoming a lifelong connection. A Family Finder works closely with case management staff and is responsible for engaging and interviewing family members, reviewing case records, and conducting internet searches as a minimum standard for exploring all information that could potentially result in establishing lifelong connections.

Since its implementation in 2010, the Washington County Family Finding program has identified 1,020 family members and has engaged 492 of them for 46 foster youth. On average, 24 family members were identified and 12 of them were engaged for each youth.

**Kinship Navigator**—In an effort to support and promote the safety and well-being of children in the State of Maryland, services and resources are offered to informal kinship caregivers. The caregiver's relationship with the child may be based on biological, adoption, marriage, or emotional connection. The Kinship Navigator can provide information and referral services, as well as targeted case management.

The Kinship Navigator program has developed and published a useful resource guide with up-to-date information on educational and community resources; medical, child care, and legal services; transportation; food banks; employment; entitlement programs; and case management services. In addition, the program hosted 11 monthly support groups in the community to offer support to informal caregivers. Direct services and case management were provided to 10 families.

To ensure a smooth transition, the Kinship Navigator regularly attends Family Involvement Meetings to help guide relatives when they first agree to provide care for a child. Also, when families decide that changes in custody are needed for the children, the program helps needy families pay for court filing fees. In FY'16, 31 families received financial assistance directly from the Kinship Navigator program. To date, the program has guided over 300 families in some capacity.

**Sunshine Center**—Sunshine Center reached a five year milestone in July 2016. The mission of the Center is to provide a safe and comfortable setting where families can maintain their relationships, resolve the issues that created the need for removal, and reduce trauma associated with OHP.

At the core of services, Visit Coaching remains the primary intervention in preparing birth families for reunification with their children in out-of-home care. Staff provided one-on-one parent coaching, conducted pre and post visit discussions with birth parents, and assisted parents with developing visitation goals that support the emotional needs of their children and work towards reunification.

Tried and true, Visit Coaching has impacted 23 birth parents, assisting them with parenting skills, coping strategies, and increasing self-confidence to meet the developmental and emotional needs of children. Of those birth parents who received Visit Coaching, three families (five parents and eight children) were reunified within this fiscal year.

With the expansion of services to include Transitional Support Services, Sunshine Center was able to offer support to families throughout the reunification process. Two master's degree level interns from Shippensburg University contributed greatly during the program year which allowed more birth parents to be served in Visit Coaching. Volunteers continue to add to the homelike atmosphere by keeping the center clean, organized and family friendly.

In accordance with its mission, the Sunshine Center provided the following support and services to families in FY'16:

- Served 32 parents, 46 children, and 29 families.
- Of the children served, 14 were *reunified* with a parent, five were *adopted*, and four found permanency through *subsidized guardianship*.
- Provided Visit Coaching to 23 birth parents.
- Expanded Transitional Support Services to include support services for birth and resource families preparing for the reunification process. Each set of caregivers receive services to plan for the transition of children, address concerns, and explore the possibility of continued relationships with resource families in order to expand the network of support for children and their families of origin.
  - Six birth parents received Transitional Support Services to prepare for children returning home;
  - Three resource families received Transitional Support Services to prepare for children returning home and to explore maintaining relationships.



Financial support to the Sunshine Center continues through the Generous Jurors program and community donations. During the program year, Generous Jurors contributed \$8,204.68.

#### THE WASHINGTON COUNTY SAFE PLACE CHILD ADVOCACY CENTER

Safe Place, Washington County's Child Advocacy Center, provides a child-focused, facility-based program committed to reducing the trauma to physically and/or sexually abused children. Law enforcement, prosecutors, CPS social workers, mental health and medical professionals collaborate to provide timely investigations and therapeutic interventions. The Center follows a national model for children's advocacy centers.

During the past 15 years, Safe Place has provided a safe, child-friendly environment where law enforcement, child protective services, prosecution, medical and mental health professionals can share information and develop effective, coordinated strategies sensitive to the needs of each unique case and child.

All services are located on-site to benefit the children and families emotionally, physically, and mentally. By working together from the initial investigation through the disposition of the case, families are able to better understand the criminal justice and child protection systems. Safe Place is the only agency in the county offering this comprehensive approach to child abuse investigations and is one of a few in the state to offer on-site forensic medical exams, therapy, and victim advocacy services to children and their non-offending family members.



### Accomplishments

- Celebrated its 15 year anniversary. Since opening its doors in 2001, more than 8,000 children and family members have come to Safe Place for help.
- Increased focus on community awareness and advocacy with 23 outreach events to educate policy makers and the public about child abuse and the effectiveness of the Children's Advocacy Center intervention model.
- Received more than \$60,000 in funding through the Washington County Gaming Commission to pay for rental and cleaning costs.
- Received re-accreditation from the National Children's Alliance, the official association that recognizes and authorizes child advocacy centers and ensures compliance to a rigorous standard of practice. Safe Place is one of 672 child advocacy centers accredited across the United States.
- Joined with the Washington County Circuit Court and local law enforcement agencies, to develop the Washington County Human Trafficking Task Force. The Task Force was awarded a grant from the Maryland Judiciary Foster Care Improvement Project to educate the community about sex trafficking.
- Partnered with the Friends of Safe Place Board, a 501(c)(3) non-profit, to help child abuse and neglect victims in Washington County.
- Welcomed philanthropic partners, Manitowoc Cranes, Inc.; Antietam Exchange Club; Community Foundation; Hagerstown Rotary Club; and Centric Business Systems to join in pursuing the Center's

mission to make Washington County safer and more secure by increasing prosecutions and treating child abuse victims.

- Increased fundraising with events coordinated by Friends of Safe Place: Annual Evening of Comedy and Magic, Bachelor Auction, Ugly Sweater Dinner & Dance, Diamond Soiree with the Hagerstown-Washington County Chamber of Commerce, and Hancock Walk to Prevent Child Abuse.

### THE WASHINGTON COUNTY FAMILY CENTER

Provides a variety of services designed to empower expectant parents and families with children aged birth to four to become self-sufficient through personal achievement, education, and positive parenting. Services include on-site early childhood development, Adult Basic Education (ABE), General Equivalency Diploma (GED) instruction, External Diploma Program (EDP), high school credit classes, Family Literacy programs, employability services, health education services, parenting education, and transportation.

Through intensive education of more than one generation, the Center builds on family strengths and provides the tools and support necessary to assist families in becoming stronger and more self-sufficient. Parents and children participate in a variety of literacy skill development activities while attending the Center. During FY'16, 128 adults and 116 children participated in activities that increased their self-sufficiency and literacy skills. During FY'16, the Family Center received several grants to focus on nutrition education and teen pregnancy prevention education. These grants provided expanded opportunities for families to engage in advocacy and parent education services that would not have otherwise been available to them.

The Dads' Connection program, co-located with the Family Center, continues to provide specifically designed services to fathers in Washington County. In FY'16, the program assisted 71 fathers obtain gainful employment with 48 of those jobs paying more than \$10 per hour. Dads' Connection continues to support non-custodial fathers through case management services and increased community partnerships.

### Accomplishments

- Provided services to 128 adults and 116 children in education, parenting, and child development.
- Served 79 individuals in education programs; 16 participants received their diplomas through the high school credit program and one participant successfully passed and received their GED.

- Supported 31 pregnant or parenting high school students to remain enrolled in school.
- Supported an average of 45 fathers each month in case management and job readiness activities.
- Positive Parenting, a co-parenting program recognized by Washington County Circuit Court, was completed by 10 parents.

### ADULT SERVICES UNIT

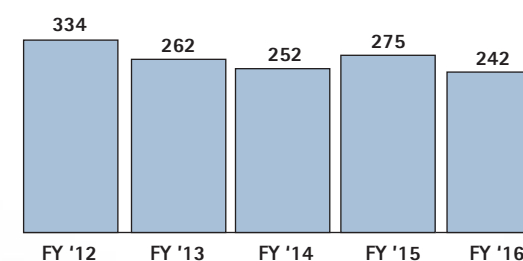
The Adult Services Unit provides a range of case management, foster care, and aide services including personal, respite care, and chore services to disabled adults aged 18 and older. All services are designed to help vulnerable adults meet their basic needs in the least restrictive settings consistent with their health and safety. Adult Services are voluntary with the exception of Adult Protective Services.

**Adult Protective Services (APS)** — Investigates reports of abuse, neglect, exploitation, or self-neglect of vulnerable adults. APS workers intervene to provide access to needed professional services for people aged 18 and older who lack the capacity to provide for basic needs such as food, shelter, and medical care. Risk factors are identified and service plans are developed to prevent further risk of harm to the adults. As a last resort, when adult customers are not capable of making decisions about their basic needs, APS may petition the court to appoint Guardians of the Person.

### TRENDS and INVESTIGATION OUTCOMES

- Total APS investigations of abuse, neglect, exploitation, and self-neglect decreased by 12 percent from FY'15 to FY'16. The total number of investigations was 242.
- New APS investigations averaged 20 monthly. An average of one report per month was screened out of APS investigation.

ADULT PROTECTIVE SERVICES  
TOTAL INVESTIGATIONS  
FY 2012 thru 2016

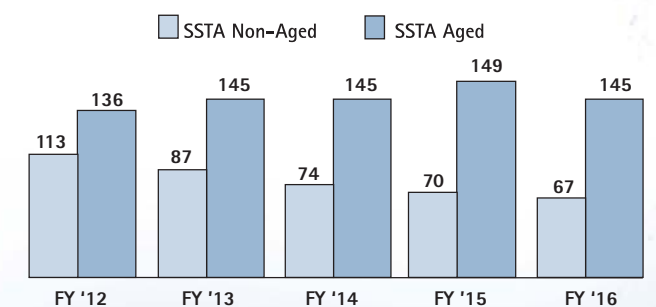


- Of the FY'16 APS reports, eight percent were allegations of physical or sexual abuse, 22 percent neglect, 35 percent exploitation, and 35 percent self-neglect.
- Monthly Continuing APS caseload averaged 34, which is an increase of six percent over FY'15.
- Monthly Guardianship caseload averaged 24.

When risks are reduced but services are still needed, the vulnerable adult is referred to the Agency's Social Services to Adults or Project Home programs.

**Social Services to Adults (SSTA)** — Assists persons aged 18 or older, without dependent minor children, who need help living as independently as possible. SSTA assists elderly and disabled adults access financial, medical, social, psychological/psychiatric counseling, housing, and other services. Individuals aged 18 and older with incomes of less than 80 percent of state median income and liquid assets less than \$20,000 are eligible. In FY'15, the new case management model increased community involvement, client independence, and eliminated the waiting list.

SOCIAL SERVICES TO ADULTS  
AVERAGE MONTHLY CASELOAD  
FY 2012 thru 2016





Accomplishments

- Provided ongoing case management services to a total of 337 adults.
- Managed an average monthly caseload of 145 aged adults.
- Managed an average monthly caseload of 67 non-aged adults.
- Assessed for SSTA services, an average of 11 new cases each month.

**Senior Care Case Management** — Funded by the Washington County Commission on Aging, this service assists people aged 65 or older who are moderately or severely disabled to live as independently as possible. Services are limited to those who earn no more than 60 percent of the State median income and have assets that do not exceed \$11,000 per individual or \$14,000 per couple.

Services include assessment, planning, referral, advocacy, monitoring, and evaluation of customer needs. When the customer needs services such as personal care, chore service, medications, or daycare, the case manager may be able to authorize the purchase of the necessary service with a special state discretionary budget referred to as gap-filling funds.

Accomplishments

- Provided case management services to 84 older adults with a monthly average caseload of 60.
- Gap-filling direct services budget was \$128,864 — a decrease of \$2,577 in funding from FY’15.

**Adult Foster Care** — Assists aged or disabled adults who are unable to live alone but do not require nursing home or hospital care. The program provides a moderately supervised adult foster care situation with the support and security of a family setting. Most of these adults have physical health problems that cause them to need assistance with some daily

activities. Adult Foster Care providers furnish a safe and comfortable home with proper nutrition, transportation assistance, laundry, health care, and overall supervision. This program would not exist without the support of the Washington County Commissioners, as county funds support aged and disabled adults’ foster care placements.

The project continues to recruit, assess, certify, and train providers. There is a need for more accessible adult foster care homes.

Accomplishments and Trends

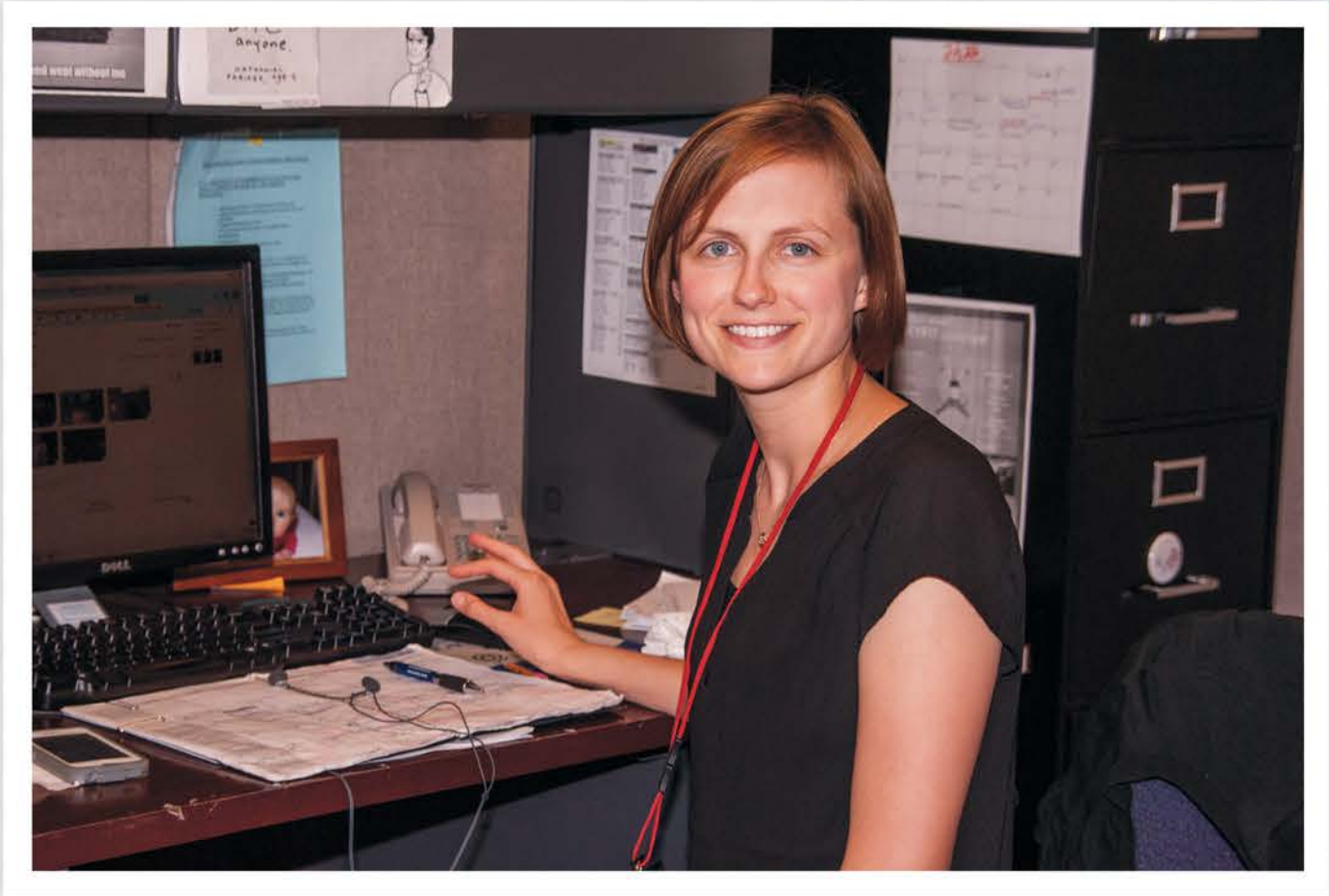
- Washington County funded \$47,268 for the Foster Care for Adults Program that helped 35 individuals meet the total cost of their care.
- Provided an average supplemental monthly payment of \$242.
- Assisted an average of 15 individuals per month with County funds.

CERTIFIED ADULT RESIDENTIAL ENVIRONMENT (CARE)

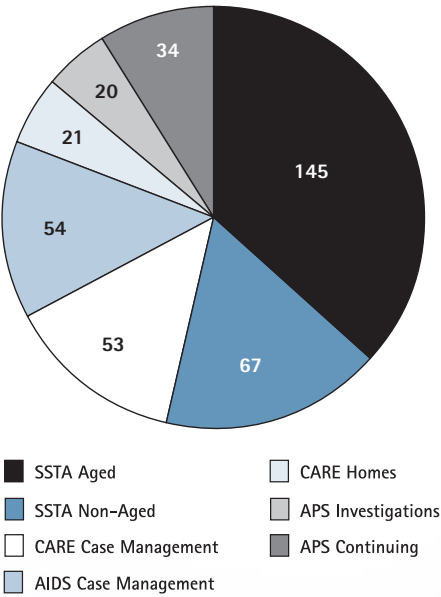
**Project Home Case Management** — Commonly known as Project Home, CARE provides supervised housing where elderly and disabled adults receive room, board, personal care, and assistance with other daily activities. The goal is to deinstitutionalize or prevent hospitalization of chronically mentally ill and other disabled adults, including persons with Acquired Immune Deficiency Syndrome (AIDS).

Accomplishments and Trends

- A \$35,938 one-year grant from Housing and Urban Development (HUD) funded a case manager to assist homeless disabled adults to obtain placements in CARE Homes.
- Through a partnership with the Commission on Aging and the Mental Health Authority, 12 adults per month who needed more intensive foster care services received supplemental funding and case management.
- Project Home received 26 referrals for assisted living placements and placed nine disabled adults into CARE homes. Of the referrals received, three came from Meritus Medical Center, one came from APS, two from SSTA, three from family, one from the Mental Health Center, three from Hospice, two from nursing homes, five from Turning Point, and six from other community sources.



ADULT SERVICES  
AVERAGE MONTHLY CASELOAD  
Fiscal Year 2016



**CARE Housing** — Recruits, certifies, and trains persons to provide supportive shelter and homelike environments to adults who are chronically mentally ill or have other disabilities such as Alzheimer’s disease or AIDS. A CARE home provides a protective living environment for disabled adults who cannot live alone primarily due to mental or physical health problems. CARE providers must have the capacity to assist such adults, be financially stable, and pass criminal background investigations. The home must meet state CARE, fire, and health regulations.

Accomplishments and Trends

- CARE homes averaged 21 per month in FY’16.
- The need for more specialized CARE homes continues to increase as elderly and disabled adults seek this type of adult foster care living arrangement.



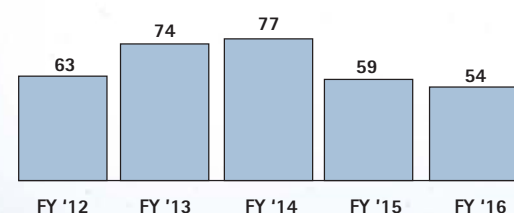
### HIV/AIDS SERVICES

The goal of this service is to assist individuals who have AIDS and/or are HIV positive, along with their families and/or significant others, to live as independently as possible. Case management, education, and supportive services are provided, along with linking customers to appropriate community resources and financial supports to meet their needs. HIV/AIDS awareness seminars are presented to community groups and professionals.

#### Accomplishments

- Served 76 people with HIV/AIDS and their families.
- Managed an average monthly caseload of 54 people; an eight percent decrease from the FY'15 average. This decrease is due to improved client functioning and medications.
- Utilized \$7,890 in *Project Home AIDS Emergency Funds* to assist persons with HIV/AIDS in crisis.

**HIV/AIDS CASE MANAGEMENT  
AVERAGE MONTHLY CASELOAD**  
FY 2012 thru 2016



### HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA)

A rural Housing Opportunities for Persons with AIDS (HOPWA) grant funded a case manager and provided financial assistance to stabilize housing of people with AIDS in Washington, Allegany and Garrett counties.

#### Accomplishments

- Provided 13 households with tenant based rental assistance.
- Assisted 17 households with short-term rent, mortgage and/or utilities.
- Assisted 10 households with permanent housing placements.

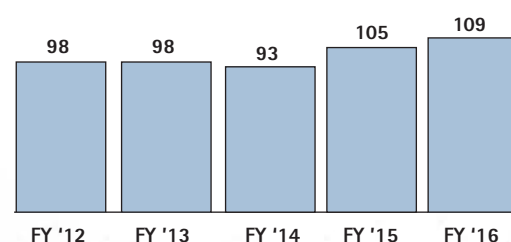
### IN-HOME AIDE SERVICES (IHAS)

Adult Service In-Home Aides assist disabled adults with personal care, household chores, and transportation to needed services. Therapeutic services are aimed toward allowing people to live in their own homes and to provide respite services to family members who are the primary caregivers. There was an increase in the adults served due to the Policy and Practice Initiative.

#### Accomplishments

- Served 172 disabled, aged, and non-aged adults.
- Served 117 disabled adults aged 65 and older.
- Served 55 disabled, non-aged adults 18 to 65.
- Managed an average monthly caseload of 109 disabled adults.
- IHAS Purchase of Service providers served 57 disabled adults.
- IHAS Purchase of Service providers managed an average monthly caseload of 36 disabled adults; a 12 percent increase from FY'15.

**IN-HOME AIDE SERVICES  
AVERAGE MONTHLY CASELOAD**  
FY 2012 thru 2016



### Child Support

#### Fiscal Year 2016 Accomplishments

- The federal paternity goal of 90 percent was exceeded in FY'16, with paternity being established for 100 percent of the children born out-of-wedlock in the caseload.
- The federal court order goal of 80 percent was greatly exceeded in FY'16, with court orders established in over 92 percent of the caseload.
- Serviced approximately 5,828 cases, resulting in collections of \$15,142,277 in child support and arrearage payments.
- Increased the number of non-custodial parents referred to Dads' Connection and CAPE (County Alliance Program for Employment) through the Family Support Center for employment readiness to 185. Forty-four non-custodial parents have gained employment with the programs and a total of \$40,497 has been paid in child support.
- Washington County implemented a joint project with the State's Attorney's Office to identify and refer the most egregious child support cases for criminal non-support prosecution. Since its inception in 2003, 261 cases of non-payment have resulted in collections of \$241,129.
- Streamlined the receipting and collecting process by transporting payments to the financial institution designated by the State Disbursement Unit via courier service. This process has saved one hour of staff time per business day.
- Processed 548 modification requests to ensure that child support obligations are in line with the current economic situation and financial means of the parties.
- Held quarterly meetings to brief all agencies and individuals involved in the IV-D program on performance issues, concerns, and customer needs.
- Participated in Child Support Awareness month by displaying a banner on the Department of Social Services' building during the month of August. Distributed school supplies at community events. Strategically displayed glow-in-the-dark flags in the City of Hagerstown to attract attention of the community to the mission of Child Support. Recognized staff for their year-long dedication to establishing and collecting child support for families.



**Jennifer Kane**  
Assistant Director

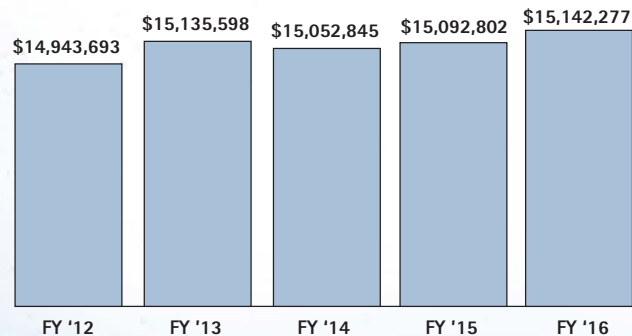


### CHILD SUPPORT COLLECTIONS

The Agency's Child Support Division collected \$15,142,277 in child support and arrearage payments in FY'16. This total was the result of servicing approximately 5,828 cases.

The Child Support Program provides many services to our customers. However, the incentive goals are the primary outcomes of the program and are based on four federal performance indicators for State child support programs: paternity establishment; support order establishment; current collections; and arrearage collections. Achievement in these performance indicators ensure that federal audit standards are met and federal incentive money is increased for the State of Maryland.

**CHILD SUPPORT TOTAL COLLECTIONS**  
FY 2012 thru 2016



### CHECK SCANNING

Our child support payment processing program reduces the amount of time it takes to post a payment and apply to the customer's account for disbursement. The payment processing vendor Systems and Methods, Inc. (SMI) provided training for the staff, and the trainer was available in the office for the "go live" date. Child Support continues to take payments at our front desk; however, the difference is that checks and money orders are scanned into the SMI computer system upon receipt. Cash payments are also scanned into the system via cash substitute tickets, which are prepared by our Customer Service Representatives. The payments are then processed by SMI to the Child Support Enforcement System (CSES) and are applied to the appropriate case(s) the same day as received. This new process will ensure accurate, cost-effective, and timely processing of payments to our customers.

### DADS' CONNECTION/CAPE

A program of the Washington County Department of Social Services and the Family Center, the Dads' Connection, can help to support fathers in building better relationships with their children, discuss nurturing their children and themselves, and assist with adult education services and/or vocational training and college classes. County Alliance Program for Employment (CAPE), a program for any noncustodial parent designed to provide job readiness and employment services, began at the Washington County Department of Social Services in October 2015. One hundred eighty-five non-custodial parents were referred to the programs since June 2015. Forty-four successfully obtained employment and

thirty-two remain active and participating in the services. A total of \$40,497 has been paid toward child support cases by newly employed non-custodial parents.

### LOCATION SERVICES

Location of the non-custodial parent is imperative to continue the process of getting children the support they deserve. In order to place the non-custodial parent under an enforceable child support order, staff must be able to serve that parent with a notice from the court that his/her children are in need of financial support. The location unit has an array of automated tools provided by the state and federal government to locate the non-custodial parent, their sources of income, and assets. More than 91 percent of the caseload is under a court order to pay child support.

### ESTABLISHING PATERNITY

Paternity establishment continues to be a priority. When a legal father is established, the child is assured some basic rights such as social security benefits under the father's award, inheritance rights, and knowledge of medical history of the extended family. The alleged non-custodial parent has the right to a DNA test, an attorney, and a court hearing if paternity is contested. Paternity was established for 100 percent of the children born out-of-wedlock, exceeding the federal paternity goal of 90 percent.

### ESTABLISHING SUPPORT ORDERS

Along with paternity, an enforceable court order for child support must also be established. The Federal goal for establishing court orders is 80 percent. Washington County posted over 92 percent for this category. Currently, 5,299 cases are under a court order to pay child support through this office. Child Support First is an initiative which allows us to file for child support immediately in most cases. Expediting the process to establish court orders through conciliatory appointments increases our performance in paternity and court order establishment, and also gets support to families earlier.

### ENFORCEMENT AND MODIFICATION

Automatic earning withholding is one of the most useful enforcement tools. Driver's license suspension; tax refund intercept; new hires reporting; business, occupational and professional license suspension; passport denial; and garnishment of bank accounts are also useful enforcement tools that contribute to the successful collection rate. When other remedies fail, the Child Support Specialist will file contempt

of court against the non-custodial parent. We are also utilizing the Dads' Connection/CAPE programs to assist our non-custodial parents in gaining employment which enables them to begin making regular payments.

### CUSTOMER SERVICE

Washington County Child Support Office has redirected its telephone calls to a customer service Contact Center. The Contact Center's main function is to provide local child support offices with telephone services and staff to answer initial calls. This helps to alleviate the daily schedules of local workers and provides them appropriate time to work caseloads. Contact Center operators continue to successfully field more than 80 percent of all calls received without the need for local office involvement. Customers with needs that cannot be handled by the Contact Center operator are advised that the local office will be alerted to their need and will respond to them promptly. With the continued cooperation of our community partners, the Washington County Sheriff's Department, the courts, and the legal community, Child Support will continue to lead the state in supporting children and offering customers the best services possible.



**Bruce Massey**  
Assistant Director

## Administration

### Fiscal Year 2016 Accomplishments

- Ninety-nine point five percent of all invoices were paid on time. Produced 3,626 local checks. Submitted 3,866 invoices to the Comptroller of Maryland for centralized payment. Processed over 150 purchase orders.
- Issued 16 press releases, five agency internal newsletters, and quarterly Community Partner newsletters.
- Hired a state contractual fiscal position.
- Completed 34 successful recruitments.
- Provided two internships for local community college students.
- WCDSS entered into 47 procurement contracts with vendors through competitive or negotiated contracts.
- Installed a new security system for the Washington County Family Center.
- Obtained an allocated position to hire an attorney for Child Welfare and Adult Services.
- Facilitated Health Benefits, wellness, and Deferred Compensation fairs for staff.
- Assimilated local personnel office into Workday, the new Maryland Statewide Personnel System.
- Contracted with Sprint to provide 90 Smartphones to Services workers for field work.
- Purchased and installed a new automated telephone system at the Safe Place Child Advocacy Center.
- Utilized an internal customer service satisfaction survey that provides feedback on the services the Administration Division provides.
- Collected \$7,883 in cash and pledges for the Maryland Charity Campaign.
- Utilizing a match from Together with Families, the Washington County Gaming Commission and the Maryland Family Network, a new bus was procured for the Washington County Family Center.
- Upgraded 96 personal computers and 10 laptops for staff.
- Installed 18 printers and four scanners for staff.



## PERSONNEL UNIT

The Personnel Unit was staffed with a Personnel Officer and a Personnel Specialist who provide services to 228 employees. These services include recruitment, employer/employee relations, grievance resolution, disciplinary actions, payroll and leave accounting maintenance, and benefit administration.

The Personnel Unit conducted 34 recruitments during FY'16. One-on-one employee orientation sessions were conducted to assist new employees transition to state employment. The Personnel Unit provided mentoring to two interns during FY'16.

The Personnel Unit continues to utilize new information technology in providing services to the staff and administration of the department. Recruitment for state merit positions was accomplished using the state of Maryland JobAps program. Local positions were recruited using the agency Internet page for postings and email for applications. Payroll and leave tracking is now accomplished by Workday, the statewide personnel system. Training in the areas of timesheet completion, the new Performance and Evaluation Program (PEP) process, and personnel procedures are provided annually to supervisors and employees. The WCDSS Intranet site continues to be an important link for the Personnel Unit for WCDSS employees as it functions as a source for forms, announcements, and newsletters.

## FINANCE UNIT

The Finance Unit provides professional accounting management of fiscal operations, safeguarding assets, and assuring the accountability of funds. Finance staff use the automated statewide *Financial Management Information System* (FMIS) to track and report the agency procurements, budget requests expenditures, and month-end financial reports. The Finance Unit also utilizes the Department of Human Resources' *Automated Fiscal System* (AFS) software to manage agency accounts payable, accounts receivable, payments to clients and service providers, and month-end reports. The Unit focuses on accounting objectives and policies, operating procedures, system controls, and timely and accurate reporting of financial and statistical data to all levels of government.

The staff ensure compliance of fiscal and procurement operations as prescribed in the regulations of State COMAR, the General Accounting Division Manual, the Department of Human Resources' Fiscal Manual, Circular OMB A-87 for grant guidance, and other related agency, Departmental, local, and state government mandated policies and procedures.



**ADMINISTRATIVE SUPPORT and PROCUREMENT UNIT**

These two units provide internal and external mail services, purchase and issue office supplies for the agency, solicit and award procurement contracts for the agency, and maintain the agency’s fleet. WCDSS entered into 47 procurement contracts with vendors through competitive or negotiated contracts and over 150 purchase orders in FY’16. Maintenance of our 20

vehicle fleet involves following vehicle maintenance, procuring driver and vehicle gas cards, and processing accident reports. Private vehicle mileage is also tracked.

**INFORMATION TECHNOLOGY UNIT (ITU)**

The ITU provides IT support for the entire agency and is staffed by two full-time employees. IT staff configure and maintain 355 computers, 49 laptops, 58 network printers, 157 printers, and five servers. General software and hardware service and training are provided to all users. In addition, the Unit provides training for special projects and supports statewide system connectivity for 251 people on the Local Area Network (LAN).

The ITU also monitors all telecommunications. This includes configuring and maintaining the PBX and voice mail system, setting up 186 single-line telephones, 101 DTerm telephones, 80 cell phones, 9 aircards, and user support.

The ITU also supports the Family Center and the Safe Place with hardware and software.

**WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES**  
**TOTAL FUNDS EXPENDED, COLLECTED AND DISBURSED**  
*Fiscal Year 2016*

	SOURCE OF FUNDS				TOTALS		
	Federal	State	County	Other	FY’16	FY’15	Percent Change
<b>Funds Expended (Net)</b>							
Total Grants & Client Benefits	37,205,678	4,378,382	413,070	291,396	42,288,526	42,531,426	-0.6%
Personnel Costs	7,204,539	6,806,256		30,270	14,041,065	13,403,629	4.8%
Administrative Costs	1,204,834	901,069			2,105,903	2,213,837	-4.9%
Total Funds Expended	45,615,051	12,085,707	413,070	321,666	58,435,494	58,148,892	0.5%
<b>Funds Collected &amp; Distributed</b>							
Child Support				15,142,277	15,142,277	15,092,802	0.3%
Other	235,323			765,831	1,001,154	1,046,937	-4.4%
Total Funds Collected & Distributed	235,323	0	0	15,908,108	16,143,431	16,139,739	0.0%
<b>Total Funds Expended, Collected &amp; Distributed</b>	<b>45,850,374</b>	<b>12,085,707</b>	<b>413,070</b>	<b>16,229,774</b>	<b>74,578,925</b>	<b>74,288,631</b>	<b>0.4%</b>



**ECONOMIC IMPACT OF THE**  
**WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES**  
*Fiscal Year 2016*

<b>Direct Payments to Clients</b>	
Public Assistance	\$ 5,685,901
Food Supplement Program	\$ 34,575,229
Emergency Grants	\$ 66,860
<b>Subtotal</b>	<b>\$ 40,327,990</b>
<b>Child Support Collections and Distributions</b>	<b>\$ 15,142,277</b>
<b>Agency Salaries, Administration and Program Services</b>	<b>\$ 16,625,121</b>
<b>Former Customers Employed</b>	<b>\$ 978,354 (estimate)</b>
<b>Grant Funds Obtained by Agency Staff</b>	
Family Center (Maryland Family Network, Judy Center, LMB, Community Foundation, Safe & Stable, MASSB)	\$ 460,771
Child Advocacy Center (VOCA, CACS, CJAS)	\$ 96,262
Miscellaneous (Family Connections, Family Center Practice, HUD, HOPWA, MASSB - HIV/AIDS, Adult Services, Generous Jurors)	\$ 184,370
<b>Subtotal</b>	<b>\$ 741,403</b>
<b>Welfare Reform</b>	<b>\$ 402,911</b>
<b>County Budget</b>	<b>\$ 338,070</b>
<b>Federal Match</b>	<b>\$ 45,537</b>
<b>TOTAL</b>	<b>\$ 74,601,663</b>



## Performance Quality Improvement (PQI) Fiscal Year 2016 Accomplishments

- Adult, Child and Family Services staff exceeded nine of 12 performance goals.
- Family Investment staff exceeded nine of ten performance goals.
- Child Support staff exceeded their top ten goals.
- Administration staff exceeded all performance goals.
- Agency staff conducted quarterly meetings with local school, hospital, and child support officials to ensure coordination of services to County residents.
- Diversity Team held one multi-cultural event, furnished diversity speakers at All Staff Meetings, and provided Diversity Training.
- Sixteen press releases described agency accomplishments and successes.
- Staff participated in 24 community relations events to publicize agency services.
- Agency Executive staff provided staff with quarterly updated management information and data relevant to their casework at all staff and division meetings.
- To promote community relations, the Communications Management Team continues to distribute a quarterly newsletter, *Partners in Press* to external stakeholders.
- Employees First Committee sponsored eight employee morale and team building activities.
- The annual Employee Recognition celebration was held in April recognizing two community partners, and 12 agency staff.
- *Maryland Charities Campaign* collected \$7,883 from employee donations and in-house events.
- Community awareness of child support services was raised through open houses conducted to recognize non-custodial parents who regularly meet their child support obligations for Parent's Day appreciation event.

WCDSS FY'16 Strategic Plan Objectives

GOAL 1 – QUALITY/RESULTS BASED SCORECARD	TARGET/ INDICATOR	Jul'15	Aug'15	Sep'15	Oct'15	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16	Apr'16	May'16	Jun'16
Washington County DSS Family Investment													
1. % of FSP Applications pre-reviewed	10%	21%	22%	21%	22%	26%	21%	28%	19%	21%	24%	29%	22%
2. % of FSP redets pre-reviewed	15%	24%	28%	24%	25%	29%	32%	32%	24%	17%	26%	34%	18%
3. Universal Engagement	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4. Work Participation Rate	50%	63%	55%	58%	32%	32%	30%	26%	30%	17%	25%	18%	13%
5. Total Job Placements	160/14	14	11	19	19	19	21	14	16	17	25	18	13
6. Expedited FS Applications – % processed timely	96%	100%	100%	100%	98.7%	100%	100%	100%	100%	100%	100%	99.6%	99.4%
7. Regular FS Applications – % processed timely	96%	100%	100%	100%	99.8%	100%	100%	100%	100%	100%	100%	100%	99.5%
8. MA-FAC Applications – % processed timely	96%	100%	100%	100%	99.8%	100%	100%	100%	100%	100%	100%	100%	100%
9. TCA Applications – % processed timely	96%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.4%
10. MCHP Applications – % processed timely	96%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	n/a	100%
Washington County DSS ACFS/Child Welfare													
1. # children in out-of-home placements	163	173	174	176	173	167	162	160	155	152	145	147	149
2. # adoptions (cumulative)	10	0 (0)	1 (1)	1 (2)	0 (2)	0 (2)	6 (8)	0 (8)	2 (10)	0 (10)	5 (15)	1 (16)	0 (16)
3. % children in OOH Family Homes	85% or higher	83%	91%	84%	84%	83%	80%	75%	82%	82%	83%	83%	83%
4. % children in OOH Group Homes	7% or lower	11%	9%	8%	9%	10%	12%	17%	10%	13%	9%	12%	11%
5. Open investigations under 60 days (%)	90%	100%	100%	100%	98%	100%	100%	100%	100%	100%	100%	100%	100%
6. Open Alternative Response cases under 60 days (%)	90%	100%	100%	100%	97%	100%	100%	100%	100%	100%	100%	100%	100%
7. % monthly caseworker visitation	95% or higher	98%	97%	97%	98%	99%	99%	99%	99%	98%	98%	97%	98%
8. Placement Stability	4.12 or lower	Calculated Quarterly	Calculated Quarterly	5.14	Calculated Quarterly	Calculated Quarterly	4.04	Calculated Quarterly	Calculated Quarterly	3.73	Calculated Quarterly	100%	4.48
9. # children exiting to Guardianship (cumulative)	3	4 (4)	0 (4)	0 (4)	6 (10)	0 (10)	1 (11)	0 (11)	2 (13)	4 (17)	1 (18)	0 (18)	0 (18)
Washington County DSS ACFS/Adult Services													
1. % indicated or confirmed adult abuse cases with no recurrence of abuse within 6 months.	100%	100%	100%	100%	100%	100%	100%	100%	91.67%	100%	90%	100%	100%
2. % of individuals who remain in community during the year	100%	99.74%	99.48%	99.73%	100%	99.19%	99.73%	99.73%	99.73%	99.48%	99.21%	99.73%	100%
3. % of APS referrals will be responded to within 24 hours for emergencies and within five business days for non-emergencies	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Washington County DSS Administration													
1. Expend and report fiscal resources by required dates	100%	100%	100%	100%	99.5%	100%	100%	100%	100%	100%	100%	100%	100%
2. All employees will receive a Mid & End of Cycle PEP evaluation	100%	100%	100%	100%	100%	100%	100%	100%					
3. Ensure the access and availability of information systems to meet the business needs within five days of hiring, implementation or notification of upgrades	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Washington County DSS Child Support	TARGET/ INDICATOR	Oct'14	Nov'14	Dec'14	Jan'15	Feb'15	Mar'15	Apr'15	May'15	Jun'15	Jul'15	Aug'15	Sep'15
1. % current support collected (Reset to 72.60%: – .44% monthly)	67.35%	73.81%	73.70%	73.75%	72.26%	72.01%	74.54%	73.94%	73.54%	74.08%	74.25%	74.32%	74.52%
2. % cases paying on arrears (Reset to 33.73%: +2.83% monthly)	67.65%	73.25%	74.44%	75.17%	30.30%	42.83%	53.24%	58.62%	60.93%	64.87%	67.63%	69.86%	70.73%
3. % cases with paternity (Reset to 96.15%: +.71% monthly)	104.64%	112.60%	114.55%	116.24%	95.10%	96.77%	98.33%	99.32%	100.35%	101.87%	104.36%	106.03%	111.34%
4. % cases with support orders (Reset to 90.69%: –13% monthly)	89.17%	90.68%	89.79%	89.72%	89.83%	90.08%	90.31%	91.08%	91.33%	97.77%	91.91%	92.35%	92.03%

Note: Child Support data is calculated on Federal Fiscal Year (FFY) 2015.

## Community Outreach

The staff of the Washington County Department of Social Services (WCDSS) is committed to educating and informing the community regarding varied programs and resources available. In FY'16, WCDSS provided information about the Department's programs and services at the following events:

### COMMUNITY EVENTS

- Bester Community of Hope
- Child Abuse Summit
- Child Abuse Vigil
- Child Support Parents' Day Open House
- Child Welfare Conference
- Comedy and Magic Show
- Day of Hope at Wheaton Park
- Hagerstown Community College Literacy Summit
- Hagerstown Housing Authority Community Fair at Elgin Station
- Hagerstown Hopes
- Hagerstown Suns
- Hancock Walk to Prevent Child Abuse
- Head Start 50 Year Celebration
- Hispanic Festival
- Homeless Resource Day
- Homeless Youth Outreach
- Kidz Fest at Valley Mall
- Leadership Washington County/Poverty Simulation
- National Night Out
- Outreach to Families Event at Children in Need
- Pro Bono Nights
- Summer Slide Festival
- Washington County Home Show
- Winter Coat Distribution Event at Elgin Station
- Hagerstown Community College
- Hagerstown Housing Family Self-Sufficiency
- Hagerstown Police Department
- Hagerstown Rotary
- Head Start
- Horizon Goodwill/LEAP
- Kaplan University
- Kinship Care Navigator Program
- La Comunidad de Washington County
- Legal Aid
- Potomac Case Management
- Pro Bono Day
- San Mar Children's Home
- Turning Point
- United Way of Washington County
- University of Maryland-H/Salisbury University
- Voluntary Affidavit Paternity Program (VAPP) with Post Op, Labor and Delivery Room staff at Meritus Medical Center
- Washington County Clerk's Office
- Workforce Innovation and Opportunity Act (WIOA)
- Washington County Emergency Services
- Washington County Fatality Review Board
- Washington County Gaming Commission
- Washington County Health Department
- Washington County Local Management Board
- Washington County Sheriff's Department
- Washington County State's Attorney
- Western Maryland Consortium
- Western Maryland Mental Health Center
- W-House

### COMMUNITY OUTREACH

- Annie E. Casey Foundation
- Association of Retarded Citizens
- APPLES
- Big Brothers/Big Sisters
- Brook Lane
- CASA
- Casey Family Services Foundation
- Catocin Counseling
- Chamber of Commerce
- Commission on Aging
- Community Action Council
- Community Partnership for Families and Children
- Department of Labor, Licensing and Regulation
- Department of Rehabilitative Services
- Hagerstown Area Religious Council (HARC)



## Appendices

Commissioners, Board Members & Washington County Legislative Delegation

WASHINGTON COUNTY COMMISSIONERS

Terry L. Baker, *President*  
Jeffrey A. Cline, *Vice-President*  
John F. Barr  
LeRoy E. Myers, Jr.  
Wayne Keefer

WCDSS BOARD MEMBERS

William K. Beard, *Chair*  
Evelyn Williams, *Vice-Chair*  
David D. Pool, *Secretary*  
Luis Flores  
Philip Kelly  
Robert L. Petties  
Norma Sappington  
Randy Schultz

EX OFFICIO MEMBER

Terry L. Baker,  
*County Commissioner*



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STATE DELEGATES

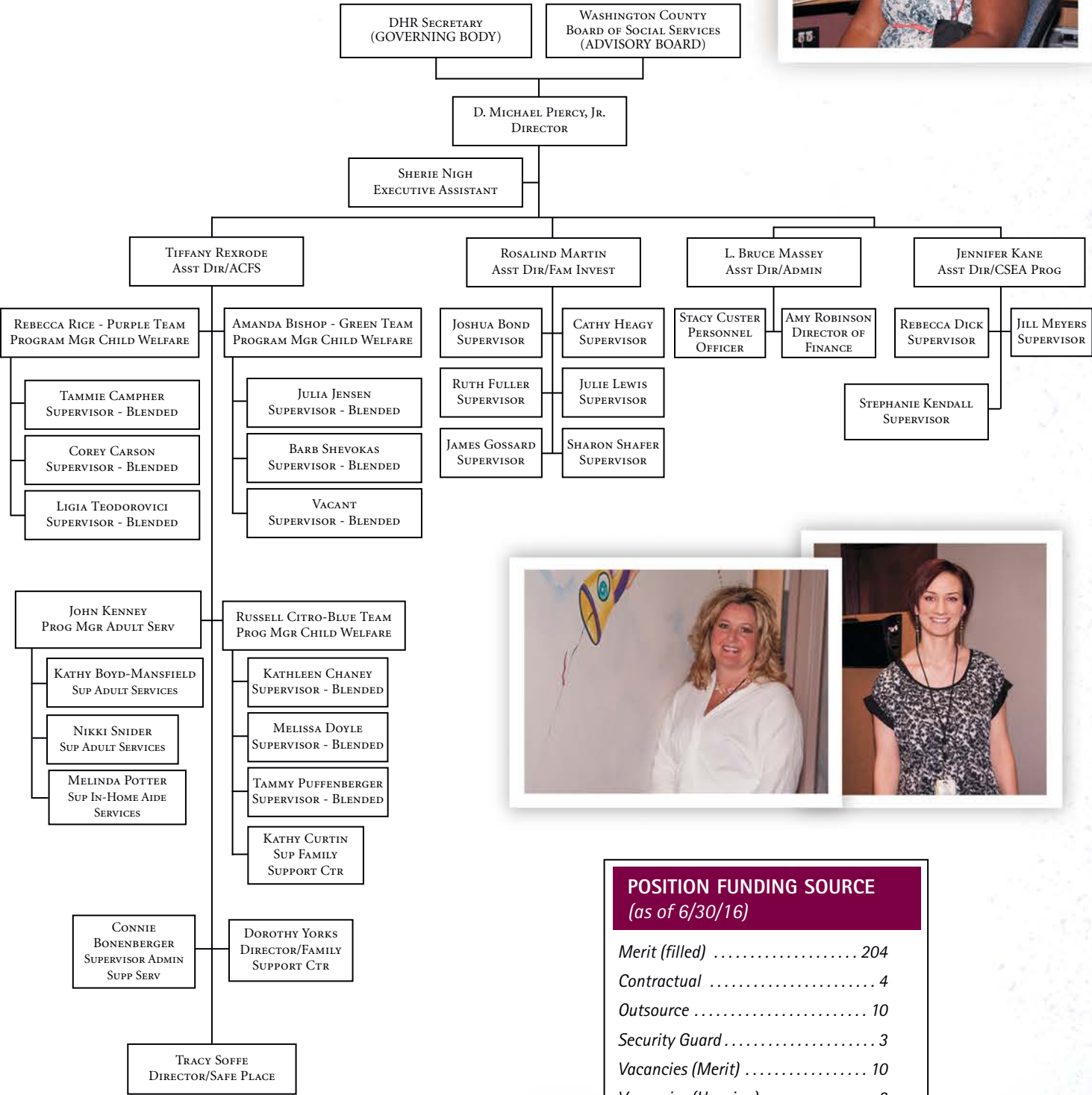
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WCDSS Administrative Staff



POSITION FUNDING SOURCE  
(as of 6/30/16)

Merit (filled)	204
Contractual	4
Outsource	10
Security Guard	3
Vacancies (Merit)	10
Vacancies (Housing)	3
Housing Authority Contracts	31



WCDSS Staff Roster

D. Michael Piercy, Jr.,  
Director  
  
Sherie Nigh,  
Executive Assistant

ADMINISTRATION  
  
Bruce Massey,  
Assistant Director  
  
Joni Spickler,  
Administrative Assistant

Stacy Custer,  
Personnel Officer

Personnel  
  
Cassandra Cunningham

Security  
  
Wilson Beuparlant  
Freddie Cleaver  
Butch Pryor

Finance Office  
  
Amy Robinson  
Kristin McEnroe  
Barry Shoemaker  
Deb Wasilius

Computer Specialists  
  
Ronnie Bolyard  
Jason Licari

CHILD SUPPORT  
  
Jennifer Kane,  
Assistant Director

Attorney  
  
David Pembroke

Enforcement 1  
  
Stephanie Kendall  
Alison Griffith  
Sara Holder  
Kristi Mantz  
Sherry Norman  
Meaghan Richard  
Laurie Taylor  
Sharall Turner  
Alyson Willard

Enforcement 2  
  
Becky Dick  
Roni Deike  
Khya Funk  
Cindy Gilroy  
Cory Green  
Cynthia Hauver  
Chavon Jones  
Taneisha Taylor  
Marcia Williams  
Katy Zeger

Customer Service/Fiscal  
  
Jill Meyers  
Diane Eves  
Denise Hall  
Kimberlee Smith  
Kristin Vann  
Gerri Zaccaria

FAMILY INVESTMENT  
  
Rosalind Martin,  
Assistant Director  
  
Nichole Ware,  
Administrative Assistant  
  
Missy Hose,  
WP Specialist

FI Unit  
  
Ruth Fuller  
Ginny Albert  
Lori Bevins  
Star Blickenstaff  
Amanda Chapman  
Monica Joyner  
Melody McClure  
Tracey Miller  
Kaitlin Ridenour  
Elizabeth Swope  
Mary Taylor

FI Unit  
  
Cathy Heagy  
Susan Fisher  
Linnette Johnson  
Angie Millet  
Ebony Rollins  
Michelle Scott  
Tricia Strite  
Markisha Underwood

FI Unit  
  
Jimmy Gossard  
Jennifer Brown  
Shenique Brown  
Angel Brumback  
Kathie Duffey  
Brandee Evans  
Maria Fairfax  
Kathy Jordan  
Abby Short  
Kaylin Smith

FI Unit  
  
Joshua Bond  
Brianna Bernhard  
Amy Burger  
Carrie Corwine  
Jill Farkosh  
Dottie Russ  
Jessica Schisler  
Marcella Shell  
Tim Toone  
Samantha Webster

Job Center  
  
Sharon Shafer  
Natasha Ashby  
Susan Clark  
Patricia Daley  
Raiketa Estep  
Bob Hockenbury  
Brittany Kemp  
Christine Lescalleet  
Shelley Mederos  
Dan Moreland

FI Customer Service Unit  
  
Julie Lewis  
Dominique Anderson  
Nakia Goins  
Erica Harvey  
Sara Renner  
Brianna Scheer  
Shakyda Summerville  
Dee Vaughn

ACFS DIVISION  
  
Tiffany Rexrode-Lowe,  
Assistant Director  
  
Connie Bonenberger,  
Administrative Assistant  
  
Kevin Buckley

Secretaries  
  
Patricia Funk  
Patricia Rhodes  
Debbie Sheppard

Adult Protective Services  
  
John Kenney  
Erin Carter  
Sheri Lehman  
Rob Slone

Adult Services  
  
Nikki Snider  
Trish Briscoe  
Susie Butts  
Hector Gomez  
Wende Huang  
Jessica Moreland  
Paula Price  
Carol Suker  
Alana Lee

Adult Services  
  
Kathy Boyd-Mansfield  
B.J. Dunn  
Kay Higgins  
Bobbie Langeland  
Susan Martz  
Bruce McCarthy  
Elizabeth Saxon

Personal Care Nurse/IHAS  
  
Melinda Potter  
Pam Downin  
Cheryl Goshorn  
Diana Green  
Terri Jones  
Susie Keckler  
Sherry Moats

Green Team  
  
Barbara Shevokas  
Rebecca Kennedy  
Jennifer McCullough  
Stephen Pittman  
Wendy Puglisi  
Lindsey Willhide

Green Team  
  
Amanda Bishop  
Joseph Cass  
Eddie Van Metre  
Jennifer Canby  
Katia Chacon  
Rhonda Hall  
Danielle Hudak  
Insley Schaden

Green Team  
  
Julie Jensen  
Olivia LaGuerre  
Shannon Pope  
Jesse Robins  
Alicia Snoots

Purple Team  
  
Becky Rice  
Julie Kreit  
Anne Marie Parker  
Tina Wolfensberger

Purple Team  
  
Tammie Campher  
Mark Conrad  
Cali Filges  
Beth Hawbaker  
Stephanie Paul  
Megan Turner

Purple Team  
  
Corey Carson  
Kimberly Cochran  
Karen Doub  
Suzanne Hult  
Rachel Mazloum  
Christina McCauley  
Robin Stoops

Purple Team  
  
Ligia Teodorovici  
Tara Daniels  
Erin Impellizzeri  
Ricki Hummel  
Denise Marshall

Blue Team  
  
Russell Citro  
Mary Jo Barnhart  
Michelle Wickless

Blue Team  
  
Kathleen Chaney  
Bonnie Hollyoak  
Megan Jordan  
Carrie Moss  
Brooklyn Needy  
Teresa Nutter  
Mollie Widdowson

Blue Team  
  
Melissa Doyle  
Lashea Brumbaugh  
Jenel Keller  
Jessica Martin  
Nicole Putman  
Beth Wilson

Blue Team at Safe Place  
  
Tracy Soffe,  
Director  
  
Johanna Keefer  
Administrative Assistant

Tammy Puffenberger  
Kim Farmer  
Michelle Goodrich  
Kris Hoffman  
Brianna Jamison  
Alison Lillis  
Tre'Andra Shockley

Family Support Center  
  
Dori Yorks  
Kathy Curtin  
Kellie Bittinger  
Karen Dary  
Kim Dudley  
Rhonda Forrest  
Trisha Hovermale  
Kelly Kemp  
Jamie Mathewson

Dads' Connection  
  
Anthony Bostic  
Joe Sacchet

CAPE Program  
  
Jessica Niswander  
Chuck Sexton

Family School Partnership  
  
Rebecca Albert  
April Faith  
Katie Russell  
Tracy Nelson  
Lynn Snyder

Sunshine Center  
  
Shana Matthews  
Georgette Hughes

IV-E Specialists -  
Statewide  
  
Steve Martin  
Bob McEnroe

CPS Appeals Attorney  
  
Tiffany Reiff

Regional Appeals Coord.  
  
Pam Martin

Legal Counsel  
  
Travis Poole  
Kimberly Sandeen



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*Washington County Department of Social Services is a field office of the Maryland Department of Human Resources  
Larry Hogan, Governor / Boyd K. Rutherford, Lt. Governor / Gregory S. James, Acting Secretary*